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CIA CAREER COUNCIL

68th Meeting

30 November 1961

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. . . . The 68th meeting of the CIA Career Council convened at 3:10 p.m. on Thursday, 30 November 1961, in room 5E62 Headquarters Building, with the following present:

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[REDACTED] Chairman  
Robert Amory, Jr., Member  
Matthew Baird, Member

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[REDACTED] Member  
Lyman B. Kirkpatrick, Member  
Lawrence K. White, Member

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[REDACTED] Recording Secretary

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MR. [REDACTED] The first item is the minutes of the last meeting.

Does anyone have any objections to the minutes of the last meeting?

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COLONEL WHITE: I move they be approved.

MR. [REDACTED] The next item is a proposal for handling individuals

who either would be eligible for retirement at the time an [REDACTED] exercise 25X1A

is going on, or (2) who may become eligible for an optional retirement

within a short period while the exercise is going on, or (3) those who

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might become eligible for a discontinued service annuity by the action of

[REDACTED] So this proposal was made as a way of handling it on an overall Agency basis.

MR. KIRKPATRICK: This is simply a guidance sheet -- not a Regulation.

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MR. [REDACTED] No, not a Regulation.

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MR. [REDACTED] It rather impressed us as being good.

MR. KIRKPATRICK: I think it's good.

COLONEL WHITE: Harry, I might comment for the benefit of the others on the reason we made these changes -- and this can be on the record or off the record. Through our experience in separating surplus people here we ran into this thing. And I had a long talk with General Cabell about it, and his idea -- which I think is good -- was that before any list for separation of surplus personnel becomes final - when it's still in the tentative stage - that if it looks like a fellow who is going to be retiring anyway is going to be on the list that at that point the Deputy Director or his representative should call in this fellow and say: Look,

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we're having this surplus personnel exercise and from the explorations to date it's possible your name may be on the list -- and you're eligible for retirement, and if you want to turn in your application for retirement, with an effective date agreed upon by the Deputy Director and the Director of Personnel, you could be removed from this exercise completely. And there would be no possible stigma attached to his separation. The attempt here was to try to get the right wording in here that would make that clear, that the fellow was not being made to retire in lieu of, but that he actually has the choice of removing himself from the exercise completely and not even being ranked.

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MR. [REDACTED] And this would take place before the Deputy Director concerned sent his list over to us -- because if they come over to us we have to account for everybody. But we would first screen the list and advise you at that time. On the discontinued annuity, they would of course have to go through the exercise because that is the only way they become eligible -- that is, if he has had 20 years of service and age 50 or 25 years' service irrespective of age - then if he is separated involuntarily he gets an immediate annuity. But those individuals have to go on a list, but we would propose a leeway - up to a year - in setting up their date of separation so they could become eligible for this annuity.

If there is no objection, then, to this procedure, we will follow it.

COLONEL BAIRD: Are you going to leave this topic now? I just wanted to ask how this thing was going.

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MR. [REDACTED] Much too slow as far as I'm concerned.

COLONEL WHITE: We have completed the papers on the SA group, which started out with seven, and because of the retirement applications and some others finding jobs, etc., we ended up with two to be separated. And the Director has approved those, so Personnel now has the chore of actually separating them. And the management group is on his desk for approval.

COLONEL BAIRD: The new DCI?

COLONEL WHITE: Yes.

MR. KIRKPATRICK: Has the new DCI been briefed on this program?

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COLONEL WHITE: He has, but only very, very lightly.

MR. KIRKPATRICK: Maybe this is a good way to call it to his attention, by asking him to sign those.

25X1A9a MR. [REDACTED] What I meant by speed was that I wasn't interested so much in the excommunication aspects as getting the exercise finished. It has dragged on for so long, and there are a certain number of people to be reassigned but there's no sense in sending a fellow to Timbuktu if he's going to be on this list.

25X1A9a MR. [REDACTED] In the DD/P we have had the review panels.

MR. KIRKPATRICK: The House Appropriations is coming up in about six weeks, and if we don't show something on this--

COLONEL WHITE: We probably won't get the authority extended if we don't show something.

25X1A9a MR. [REDACTED] Yours [indicating Colonel Baird] is to the point where we are now reviewing. We have notified all the individuals. I think there were three overseas, and we sent letters out to them. And the others here we are checking to see whether there are any reassignment possibilities.

COLONEL BAIRD: When do they go to the Director?

25X1A9a MR. [REDACTED] As soon as we finish checking whether there is any reassignment possibility and we get the word on separation compensation then that would go forward. At least in another three weeks it should be up to the Director. Of course, the biggest list is the DD/P.

. . . . Mr. Amory joined the meeting . . . .

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MR. [REDACTED] What we have done so far, Mr. Amory, we have approved the minutes of the previous meeting, and we just agreed that we would follow this retirement policy.

MR. AMORY: Giving the three options - the extra year?

25X1A9a MR. [REDACTED] Depending on what he is eligible for.

MR. AMORY: I'm all for that.

COLONEL WHITE: I believe the intent is not to give him an extra year but to give him whatever the minimum is which he needs, and not to exceed a year.

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MR. AMORY: But give him a year to get started.

COLONEL WHITE: I think as a policy matter we have to present this to the Director.

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MR. [REDACTED] All right. I'll point out the Career Council approved this.

The next item on the agenda - "Promotions of Junior Officer Trainees" - is based on a memorandum written by the Inspector General concerning promotions of JOTs. This was referred to the Personnel Development Board prior to consideration here, and I think you have all read the report. I have one later, up-to-date sheet -- which I will now pass out -- showing that there have been some recent promotions since this report was prepared. After the Personnel Development Board considered this memorandum they came up with the conclusions on page 3 of their report. Their conclusion was not that there should be an automatic promotion, but that normally the individual should expect to advance from GS-7 to GS-11 during a period of three and a half years. That would not bar an individual from progressing faster, and, obviously, there could be cases where somebody might not progress as fast -- however, the individual should be told why he wasn't progressing. And then their main recommendation is also that this should be examined as to what other people this should include other than just JOTs.

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MR. [REDACTED] That was going to be one of my questions - what happens to the other young man who comes in at that age - will he advance at the same pace?

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MR. [REDACTED] There you get into the question of just what is a professional job. For example, you have people coming into RI but then they go to a Division at grade 7 -- at that time should they come under this?

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MR. [REDACTED] Let's take the simplest kind of a case I can think of, and that is the young man who comes into the Agency and for one reason or another is judged not right for the JOT Program but judged right for a particular assignment in Saigon. So he starts in, and life passes on. Now will he be advanced, all else being equal, at the same pace as a JOT,

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or be judged by a different standard? I think it's a point of clarity.

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MR. [REDACTED] I think that is what the Personnel Development Board feels they should study further. But my thought would be that he would advance at the same pace since he would be in a professional type job.

COLONEL BAIRD: I think he definitely should or it's going to further emphasize this "elite corps" which we have been trying to get away from.

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MR. [REDACTED] Yes, and the feeling there was that the kind of man you talked about would advance along these lines, but the DD/I and DD/P representatives felt there were still other kinds to whom this norm should probably not be extended, and RI people were mentioned, and perhaps some OCR people, and before this was established as a norm applicable to anybody above grade 9 some more detailed study should be given to the categories to whom it might be actually applicable.

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MR. [REDACTED] So we need either inclusions or exclusions.'

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MR. [REDACTED] I think we have to study the actual categories. If you have an OCR analyst who comes in at a 6 - should he be included--

MR. AMORY: I'm not pushing to have them included. I think everybody should be aware of what the standard is for a JOT and nobody should be advanced faster than that unless he's a world beater. He would have to be pretty good. If he just comes in and goes to OCR as an analyst the maximum should be the standard you lay down here. But you take a guy -- actually

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a full operator in [REDACTED] Saigon is doing work as elite as anything the JOT is doing. But if he was a communicator or just -- well, I don't know what some of your non-rounded jobs are. Then, conversely, we have some other positions that probably come in higher than this. We hire scientists and economists, and then it's a question of how fast you bounce them up to 13's in order that you don't lose them to academic or industrial people.

I'm interested in one aspect of this, and that is the graph that shows the FSO people. I'm amazed that the FSO rate starts so far below ours and doesn't get equal to ours until toward the end of the thing. I would have thought they were our nearest competition. Isn't it true, Matt,

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that half the JOT candidates that you get are on the fence as to whether they would rather join the Foreign Service or join us?

COLONEL BAIRD: Not half -- [25 percent].

25X1A9a MR. [REDACTED] I think normally the FSO-8 doesn't get promoted for two or three years.

COLONEL BAIRD: I was astounded at this graph, because it doesn't bear out everything we have picked up from other literature. I don't know where this information came from.

25X1A9a MR. [REDACTED] Well, these figures came from State.

MR. AMORY: You don't give this by class. I was looking at all this literature to see how long an FSO-6 stays in grade, etc., and what the exact equivalents are to our beginners. That seems to have some relevance to our problem.

COLONEL BAIRD: The four JOTs that have left the Program and have gone to State Department have all gotten higher grades than they had here.

25X1A9a [REDACTED] Did they go in as FSO's?

COLONEL BAIRD: Yes.

MR. KIRKPATRICK: Had they all passed their Foreign Service exam before they came here?

COLONEL BAIRD: They didn't know.

COLONEL WHITE: Insofar as our immediate problem is concerned - that is, GS-11 and below - certainly any JOT here is going to get to be a GS-11 before he is 40 years old. And if you look at the age line, that is where your problem starts. You don't have any problem with the fellows below 40 years old, according to this graph.

I had a comment or two on the specific recommendations, which are generally all right, but it seems to me that the immediate problem facing us is the ability to tell a JOT and to tell other people that if you come into the Agency then in approximately three and a half years if you cut the mustard you ought to be able to get the lettuce. Now as far as I am concerned at least, I don't think we are in a position to guarantee that at this time -- because in accordance with our system we can say: You ought to be, and it's reasonable to expect you will be, but we can't guarantee it --

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you might get there sooner, and you might get there later. And as far as paragraph B here is concerned, which deals with telling the man if he doesn't make it why he didn't make it, one of the reasons he might not make it might be simply because he didn't rank high enough in the competitive evaluation. Now I don't know whether we should try -- and I think this is what you have to study -- whether we should try to change this system or not -- where we say promotion based on a certain level of performance for professionals, not for just JOTs, is automatic up through grade 11. This should be studied. If you do say that then this is going to have to be very carefully controlled, because in order to do this and maintain the curve of your age and grade structure, etc., you are going to have to watch it very, very carefully in order to keep it balanced, because your input into the curve and your attrition at the other end, etc., will all influence this as time goes along. And I personally could see going over the curve or being below it -- as long as we stay pretty close to it that wouldn't be a prohibitive thing as far as I'm concerned. But this is something that is going to have to be studied pretty carefully. We can't just say we are going to do it because it would be a nice thing to do.

COLONEL BAIRD: Red, you said the ranking list -- they might be told they weren't promoted from 9 to 10 because they didn't stand high enough on the ranking list. I think it depends on what you rank them on. The situation which the JOTs in the Clandestine Services find themselves in at the moment is that they are ranked as 9's with [REDACTED] who has 25X1A9a been a 9 for nine years and who is loyal and devoted and who deserves a 10, and there's no reason in the world why she shouldn't be promoted to a 10, because she's going to retire maybe in a couple of years -- but if she keeps out a JOT who has been serving in a GS-11 slot in the FE Division, and the JOT is told: "I'm sorry, you didn't make it - there just weren't enough slots" - I think that is what hurts, because he probably has done just as good a job as the fellow who has been promoted - maybe even better.

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MR. [REDACTED] One thing on the percentage of JOTs promoted compared to the Clandestine Services as a whole, on personnel promoted from GS-9 the JOTs are way ahead except for one year - 1960, when the overall

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promotion rate of 9's in the Clandestine Services was 9% and the JOTs was 13%. But in 1958 it was 24%, and in 1959 it was 11% for the Clandestine Services as a whole and 33% JOTs. 1960 was the one year where they were fairly close. And for this year -- and they have made all their promotions now -- the overall percent is 19% for the Clandestine Services and 36% for the JOTs.

COLONEL BAIRD: I'm still interested in how many JOTs were not promoted in 1961 who also did outstanding work. 36% is very good, but how many were there that didn't get it?

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MR. [REDACTED] As of 30 June in the Clandestine Services there were 56 JOTs in grade 9.

COLONEL BAIRD: 20 out of 35 promoted, does that mean?

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MR. [REDACTED] And of that number 16 of them came in in 1959. There was one that goes back to 1953, and that is a female; two that go back to 1955; five people in 1956; and 24 for the class of 1957. This is when they entered the Agency. Since that time some of these have been promoted now.

But on this question on the FSO's - State Department figures their optimum as an FSO-8 is two years in grade, and as an FSO-7 it's two years.

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MR. AMORY: And a 6 is about equivalent to an 11 in pay?

MR. [REDACTED] I'd have to check -- I'm not sure. I think it would be about an 11. 8 is just a little less than a 7. And their average age at the FSO-8 was 26, and FSO-7 was 28. Now this is what they base their structure on.

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COLONEL BAIRD: Our incoming JOT now is between 26 and 27 in age.

MR. [REDACTED] Their average age for FSO-8 is 26.

MR. AMORY: If you could take this graph -- just this one half of it, because they don't need to see the left-hand side of it over here -- if they are interested in a reasonable prospect of how they will do until age 40, we could just show them that graph. If you add the difference in pay for 15 years in here you have a great deal more aggregate compensation.

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MR. [REDACTED] We peter out later on.

MR. [REDACTED] The FSO-3 on up is roughly the equivalent of a

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supergrade, and then there is a Career Minister and a Career Ambassador in addition.

COLONEL WHITE: What specific action are we looking for?

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MR. [REDACTED] I think if the Career Council agrees then we will have the Personnel Development Board explore what other positions should be included in this.

COLONEL WHITE: The key question being whether we should go to automatic promotion, and if so, for whom?

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MR. [REDACTED] I wonder if that is the key question -- because the Board members were unanimous in feeling that we did not want an automatic promotion system, that we wanted a norm, a pattern, not an automatic promotion system - not a guarantee.

COLONEL WHITE: I'm inclined to believe that is where your study would come out, because there are too many things -- the input and attrition, etc. -- which you can't control, and you would have to project your planning quite far ahead to see how many people you could bring in, and live up to that every year, and you would have a pretty hard time doing it. But I don't have any objection to it being studied.

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MR. [REDACTED] The other thing, Harry, in the process of this I doubt if you can come down to any finite matter, but I think this point Red was making a few moments ago having to do with how if you put in a certain number each year this is going to affect the entire pipeline as you go along is an important question. And even if you can't solve it, at least in your final document I think there ought to be an alertness to this someplace along the line so that everybody understands this process and looks at it annually -- because, with all due apologies to everybody concerned, those people who are responsible for recruiting JOTs use the maximum amount of selleroo, and we want to be sure it doesn't become a part of the sales pitch.

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MR. [REDACTED] I think the Personnel Development Board felt, as Dan said, this should be just a guide.

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MR. [REDACTED] I like this language in there, though, so everybody realizes these things have been considered.

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MR. [REDACTED] I think it will mean updating the study we made on the Clandestine Services where we pointed out the optimum number coming in and the optimum number in each grade, etc. -- which we will do -- update this.

Does anybody else have any comments? [No response.]

One item that is not on the agenda but I think Colonel White wanted to bring it up is the National Civil Service League Award.

. . . . The Council then discussed this matter and unanimously nominated Peter Scoville for the National Civil Service League Award . . . .

MR. AMORY: Kirk and I had a little talk a week or so ago about this problem of men recalled to active military service. And Kirk, you said you would take it up with Harry.

MR. KIRKPATRICK: I did.

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MR. [REDACTED] Well, in the one case that Kirk called attention to the reason the individual was recalled to active duty was because we had signed a release several years ago, and he has been in a pay unit. The only people we have had called to active duty are people where the Agency has given a release letter--

MR. KIRKPATRICK: Because they wanted to be in a pay unit.

MR. AMORY: But I still think the guy should get a military leave of absence.

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MR. [REDACTED] He has reemployment rights.

MR. AMORY: But what about his group life insurance, and group medical?

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MR. [REDACTED] Not while he's in the military, because he gets hospitalization there.

MR. AMORY: He doesn't get his life insurance -- he just gets a \$10,000 grant.

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MR. [REDACTED] Why should he get both?

MR. AMORY: Because every decent industry in the country -- if

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you're in the Chase National Bank and in the National Guard and you're called up -- maybe you have to pay your contribution if it's a contributory plan, but you are entitled to it on this one year business. This isn't an open ended thing, they're all back in 365 days, and I think we should go out of our way--

COLONEL WHITE: I suspect there is a legal problem here.

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MR. [REDACTED] Yes, this is a law. He can't get it by law.

MR. AMORY: But I was just horrified to see a man was separated--

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MR. [REDACTED] Under Civil Service they used to go on military furlough, but now they are administratively separated from the Agency but they have reemployment rights for 90 days following their discharge. This is government-wide. Actually this is a change in terminology in the Government, but it amounts to the same thing.

COLONEL BAIRD: On the other side of it, is there any indication that the Defense Department might be hiring civilians or putting them back in uniform at age 50? I'm thinking of the 701 cases.

COLONEL WHITE: I think I can answer that - negative.

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MR. [REDACTED] Negative is right.

. . . . The meeting adjourned at 3:55 p.m. . . . .

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